

ADMINISTRATIVE

Board of Supervisors Televising of Board Meetings

Findings – Agree/Disagree

The Board agrees with the findings under this subject. However, it is worth noting that further research by county technicians indicate the cost of needed equipment might far exceed the \$5,000 cited in the report.

RECOMMENDATION

- 01-01. Upgrade the existing television equipment in the Board of Supervisors Chambers.
- 01-02. Make videotapes of the Board of Supervisors' meetings available to the various Cable TV providers and to the public through direct purchase.

RESPONSE

On October 19, 2000, Supervisor Fred Aguiar asked the County Administrative Officer to evaluate the feasibility of videotaping Board of Supervisors meetings and distributing the tapes to interested media outlets. County staff, in turn, determined that additional equipment would be needed, and on August 7, 2001, the Board of Supervisors directed staff to develop a list of the needed items and return to the Board with a recommendation. The County Administrative Officer plans to provide that information and recommendations to the Board within the next 90 days for action.

Electronic Voting Equipment in the Board of Supervisors' Chambers

Findings – Agree/Disagree

The Board generally agrees with the findings.

RECOMMENDATION

- 01-03. Install electronic voting equipment with lighted display panel(s) in the Board of Supervisor’s Chambers and make it viewable to the audience.

RESPONSE

The Board of Supervisors believes that electronic voting equipment with lighted display panel(s) in the Board Hearing Chambers would be an unnecessary and expensive distraction to the proceedings. In the event of a split vote the Board believes it is sufficient for the Chairman of the Board to clearly state into the microphone how each member voted and for the Clerk of the Board to request clarification in the event the vote is still not clear. Operating a redundant lighted display panel would distract the Chairman, fellow Board members, the Clerk and the public from the issues at hand and lengthen meeting times.

**Clerk of the Board of Supervisors
Codification of County Ordinances**

Findings – Agree/Disagree

Agree

RECOMMENDATION

- 01-04. The Clerk of the Board of Supervisors notify county departments as to what pages to add, delete and discard, and what index pages to replace in their County Code books.

RESPONSE

The County’s Code Book has historically been a published hard-copy document, with any additions or changes provided in supplements, which are distributed. The process of automating the County Code began approximately one year ago and, as stated in the background information of the Grand Jury’s report, in March 2001, the Clerk of the Board, County Counsel and Information Services Department completed the review of the transfer of the information and placed it on the county’s intranet. At the same time, the County Administrative Officer issued a memo to county department heads notifying them of the County Code’s availability on the intranet and requesting that they review the sections of the code pertinent to their operations and report any deletions, amendments, or other modifications to the Clerk’s office no later than April 13, 2001. The electronic version of the County Code contains a section that will identify any additions, deletions or amendments to the code, making it easier for the user to search for changes at a glance. The Clerk’s office will also issue a quarterly

memo which lists the ordinances that have been approved by the Board with a reference to the applicable County Code section.

RECOMMENDATION

- 01-05. At such time as the codes are placed on the internet, the Clerk of the Board notify the appropriate municipalities that they will be able to access updated copies of pages and indexes of the code from the internet, including the ordinances adopted from the April 5, 1993 Ordinance 3538, to the present.

RESPONSE

It is the intent of the Clerk's office to notify the appropriate municipalities that they will be able to access the updated County Code from the Internet.

RECOMMENDATION

- 01-06. The Clerk of the Board obtain the professional services of a codification company to maintain ordinances and code book supplements in the future.

RESPONSE

This option may have been more cost effective given the more labor intensive requirements of updating a manual "paper" system. However, the automated system requires significantly less staff resources to make changes to the electronic version of the County Code and at this time, appears to be more cost effective than the use of a codification company.

Treasurer-Tax Collector

Cash Management

- 01-25. **RECOMMENDATION**

Allow departments to retain a portion of savings resulting from operations efficiency and better employee performance, to use for debt technology, system improvements, and rewarding employees.

RESPONSE

This recommendation will be considered in the future as an enhancement to the budget process.

ECONOMIC DEVELOPMENT/PUBLIC SERVICES

Airports Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-29. Continue aggressively searching for new lease tenants for the Barstow-Daggett Airport.

RESPONSE

Barstow-Daggett Airport has considerable resources that can support development on or in the vicinity of the airport. Recent improvements by the U. S. Army, including a new wastewater treatment plant, enhance these development opportunities.

The department anticipates developing a business plan by June 30, 2002 that will include a marketing plan for Barstow-Daggett Airport. It is anticipated that the document will specify areas of the airport that are available for development and improvements necessary to make the areas attractive to potential tenants. The document will also identify the steps necessary to market the areas.

RECOMMENDATION

- 01-30. Develop a marketing plan for Barstow-Daggett Airport.

RESPONSE

The department plans to prepare a business plan for the county airport system, including Barstow-Daggett Airport. This business plan will include marketing plans for each airport. The business plan is anticipated to be complete by June 30, 2002.

RECOMMENDATION

- 01-31. Use the Federal Aviation Administration Allocation to Barstow-Daggett Airport to repair and upgrade existing facilities.

RESPONSE

As a result of federal legislation approved in 2000, Barstow-Daggett Airport is entitled to as much as \$150,000 annually in federal Airport Improvement

Program (AIP) grant funds. These funds must be expended in accordance with federal priorities on projects proposed by the county. To be eligible, the projects must be included in a Federal Aviation Administration-approved Airport Layout Plan. The department plans to use the initial allocation of AIP grant funds to update Barstow-Daggett Airport's master plan and Airport Layout Plan.

RECOMMENDATION

- 01-32. In conjunction with the San Bernardino County Regional Parks System, utilize the Barstow-Daggett Airport's Utilities for a new and valuable income-producing addition to the County Regional Parks System, including a recreational vehicle park. Have the County Regional Parks System assume the existing facilities and utilities at Barstow-Daggett Airport.

RESPONSE

Regional Parks Division and Airports Department staff will study the Barstow-Daggett Airport site and feasibility of expansion of recreational facilities at the airport. The study will include federal limitations, if any, on the use of the property for non-aviation park purposes and recommendations will be presented to the Board of Supervisors prior to any development.

Apple Valley Airport

Findings – Agree/Disagree

Disagree. Federal Airport Improvement Program grant funds cannot be used for projects not included in the Airport Layout Plan.

RECOMMENDATION

- 01-33. Use the grant funds from the Federal Aviation Administration for installation of the necessary obstruction lights at the Apple Valley Airport, allowing night use of runways.

RESPONSE

The department agrees that obstruction lights are needed to fully utilize the new runway at Apple Valley Airport. Apple Valley Airport is entitled to as much as \$150,000 annually in federal Airport Improvement Program (AIP) grant funds. To be eligible for AIP funding, projects must be included in a Federal Aviation Administration-approved Airport Layout Plan. The obstruction lights are currently not depicted on an Airport Layout Plan, and, when depicted, will remain a low priority for federal funding.

RECOMMENDATION

01-34. Solicit private developers for construction of additional hangars.

RESPONSE

The department is preparing a Request for Proposals from individuals or businesses interested in developing facilities, including hangars at Apple Valley Airport. It is anticipated that the proposal process will be complete in the Fall of 2001.

Twentynine Palms Airport

Findings – Agree/Disagree

Agree.

RECOMMENDATION

01-35. Continue negotiations with the two potential tenants at the Twentynine Palms Airport.

RESPONSE

The Fixed Base Operation lease at Twentynine Palms Airport is currently on month-to-month status pending final negotiation with the proposed tenants. The Real Estate Services Division and the Department of Airports plan to complete negotiations and prepare appropriate lease documents with these tenants in the near future.

RECOMMENDATION

01-36. Use the Federal Aviation Administration allocation for future improvements at the Twentynine Palms Airport.

RESPONSE

Twentynine Palms Airport is entitled to as much as \$150,000 annually in federal Airport Improvement Program (AIP) grant funds. These funds must be expended in accordance with federal priorities on projects proposed by the county. These priorities include a major project to relocate the east/west runway at Twentynine Palms Airport and the AIP funds have been allocated to this project. Future allocations of AIP funds will also be used for improvement to the airport.

Chino Airport

Findings – Agree/Disagree

Agree.

RECOMMENDATION

01-37. Appoint a new manager at the Chino Airport as quickly as possible.

RESPONSE

A Chino Airport Manager was appointed on June 16, 2001.

RECOMMENDATION

01-38. Expedite the new Solicitations of Proposal (SOP) at Chino Airport to help speed up the lease process.

RESPONSE

The Board of Supervisors is expected to consider an Airports Real Property Leasing Policy during one of its upcoming Board meetings. The policy will include Request for Proposals (RFP) and Solicitation of Proposals (SOP) procedures to acquire tenants for airport facilities at Chino Airport, as well as the other county airports. This policy was developed through the efforts of the Real Estate Services Division and the Department of Airports.

Economic and Community Development Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

01-39. The Economic and Community Development Department reinforce the awareness of education for the technical trades by working closely with the Jobs and Employment Services Department, Schools and Employment Agencies.

RESPONSE

Economic and Community Development (ECD) currently works with and has cooperatively funded a JESD program that identifies technical and other workers leaving the area. Current programs attempt to place technical workers in higher

paying technical jobs within San Bernardino County. In addition, ECD reinforces the awareness of education provided by Jobs and Employment Services Department (JESD), community colleges and universities, and other training providers through joint ECD/JESD trade shows, networking events, advertising and direct outreach through the ECD and JESD web site. It is the intention of ECD and JESD to jointly continue these activities as well as develop further opportunities to increase community awareness of educational opportunities in the technical fields.

RECOMMENDATION

- 01-40. The Economic and Community Development Department assure that the performance standards as set forth in the contract between the county and Neighborhood Housing Services of the Inland Empire (NHSIE) are being complied with in order for NHSIE to be reimbursed for services rendered.

RESPONSE

Department of Economic and Community Development staff performs all contract compliance activities associated with the NHSIE agreement and signs off on all reimbursements prior to release of funds.

RECOMMENDATION

- 01-41. The Economic and Community Development Department assure that participating cities are following the guidelines set forth in the cooperation agreement between the county and cities.

RESPONSE

Department of Economic and Community development staff has developed contracts approved by HUD/FHA and County Counsel with the three cities participating in the Neighborhood Initiative Program that outline the guidelines and reporting requirements. Safeguards are in place that require justification and audited records as documentation for release of funds. All reimbursement requests are reviewed by staff and approved prior to release of funds to ensure adherence to program requirements as outlined in the cooperation agreements.

RECOMMENDATION

- 01-42. The Economic and Community Development Department assure that the overall Neighborhood Initiative Program (NIP) is monitored so that a successful pilot program will bring credit to the county and serve as a model for other communities to assist in eliminating blight and encouraging home ownership.

RESPONSE

Department of Economic and Community Development staff has developed HUD/FHA-approved forms for quarterly and annual reporting that satisfy all of the monitoring requirements associated with the pilot program. HUD will be requiring other communities that are initiating these same programs to use the forms as well. All of the forms are tied into an access data bank and are also electronically submitted via e-mail to reviewing agencies.

Planning Division

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-43. Set aside necessary funding to assure completion of the county general plan update within the estimated three-year time period.

RESPONSE

In the adopted FY 2001-02 budget the Board of Supervisors allocated an additional \$1 million for the general plan update process. This amount, added to the \$500,000 previously approved by the Board for FY 2000-01, makes the total approved budget for this project \$1.5 million. Additional allocations in subsequent fiscal years should enable the county to complete the general plan update in 3-4 years.

RECOMMENDATION

- 01-44. Anticipate the need to budget additional funds for revision of the county's development code as the updating of the general plan progresses.

RESPONSE

During the budget hearings for FY 2001-02, the Board of Supervisors acknowledged the importance of a development code revision and agrees there is a need to fund this process upon completion of the general plan update.

RECOMMENDATION

- 01-45. Support Land Use Services' request for additional staffing in the Planning Division to reduce the length of time involved in processing planning applications.

RESPONSE

With the adoption of the FY 2001-02 budget, the Board of Supervisors added seven requested positions to Land Use Services' to assist in project processing.

RECOMMENDATION

- 01-46. Provide additional staff and funds for the Code Enforcement Division to support public nuisance abatement, housing demolition, rehabilitation, blight abatement, and integrated code enforcement activities with other county departments, to allow the department to become pro-active in code enforcement.

RESPONSE

The Board of Supervisors funded one additional Code Enforcement Officer in the adopted FY 2001-02 budget. Prior to this, on March 20, 2001, the Board approved \$494,800 in additional funding for Code Enforcement.

RECOMMENDATION

- 01-47. Support the State Abandoned Vehicle Abatement (AVA) Program.

RESPONSE

The department plans to present options regarding this program to the Board of Supervisors in the near future.

County Library

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-48. Provide additional funding sufficient for the county libraries to fund through the normal budget process one-third of future construction costs, thereby making the county eligible for two-thirds of the cost from the state for new or renovated facilities.

RESPONSE

The County Library is currently working with a consultant to complete a system-wide library facilities master plan. This plan, which is near completion, will evaluate current library facilities and projected requirements through the

year 2021. The plan will also prioritize facility needs, and include an analysis of projected costs. The County Library is awaiting the finalization of this plan before determining the appropriate funding allocation required for eligibility of state grant funds.

RECOMMENDATION

- 01-49. Work with the cities within the County Library System to use the impact fees generated by developers to provide funds for library enhancement and operation.

RESPONSE

The cities are aware of the County Library’s facility needs, which will be delineated in the upcoming system-wide library facilities master plan (see Recommendation No. 01-48). The plan will enable each of the cities to determine the feasibility of applying their impact fees towards the matching funds requirement associated with the state grant program. County staff will be working with the cities to explore this option.

Public Works Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-50. Establish an oversight committee to periodically monitor the activities of the new contractor who will manage the operation of the county’s Solid Waste System.

RESPONSE

In effect, the recommendation is currently being accomplished. The Solid Waste Management Division (SWMD) holds a weekly meeting with the county’s new contractor, Burrtec, to review all status reports (personnel, training, operations & maintenance, loadchecking and inspections), resolve issues, and monitor the overall operational performance. In addition, weekly SWMD staff meetings include an on-going assessment of contractor performance. Finally, the county’s contract with Burrtec requires an annual written assessment of the contractor’s performance, and a written response by the contractor. Final annual reports and contractor’s responses will be presented to the Board of Supervisors.

County Surveyor

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-51. Approve the Public Works Department's request to develop an electronic integrated document management system for the County Surveyor's documents.

RESPONSE

The County Surveyor, in conjunction with the Information Services Department, is implementing an Electronic Integrated Document Management System. The expected date for completion is October 2001. To assist the department with this project, the Board approved \$30,000 of appropriations in FY 2001-02 for further enhancements and web site applications. The Surveyor will also be working closely with the County Recorder for the implementation of all recorded and filed maps into this system.

Transportation Division

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-52. Monitor the state Road and Maintenance Program (AB 2928) so that any financial impact on the county by the addition of nine new staff positions can be absorbed through normal department attrition during the last few years of the program.

RESPONSE

When the Board of Supervisors approved the addition of the nine new staff positions, the Department of Public Works stated that the additional positions would be absorbed through normal attrition during the last years of the program. Department staff will monitor the AB 2928 program to ensure that this plan of action is adhered to. Of the nine new positions, the majority are in the Contract Inspection Division to facilitate more construction contracting.

RECOMMENDATION

- 01-53. Future state and federal grants could be terminated unexpectedly. Therefore, consider the option of filling personnel needs from outside sources, thus avoiding over-staffing with permanent employees.

RESPONSE

While the department has never experienced a circumstance where one of its grants was unexpectedly terminated, it does agree that this possibility exists. Also, the long-term consistency of grants can vary because the department competes with other local agencies for a substantial portion of this type of funding. For these reasons, the department currently contracts with private firms to supplement its staff in the areas of contract inspection and design. The department will continue this procedure to manage fluctuations in workload, thus avoiding over-staffing with permanent county employees.

Geographic Information Management System (GIMS)

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-54. Add Auditor/Controller approved mark-up percentage to the per hour cost of projects performed by the GIMS staff. Apply the mark-up to pay for the cost to upgrade the outdated GIMS computer equipment.

RESPONSE

Information Services Department will incorporate a computer replacement cost component in GIMS rate calculations for FY 2002-03. The primary GIMS server was upgraded after the department's briefing to the Grand Jury,. Plans are underway to also replace the workstations used by the Geographic Information System (GIS) technicians.

RECOMMENDATION

- 01-55. The Board of Supervisors fund a one-time cost of 4 to 6 million dollars to complete the county automated parcel map system in a three-year period instead of the 10-15 years it will take to complete the project at the current level of funding.

RESPONSE

Information Services Department is preparing a GIS Tactical Implementation Plan that outlines funding requirements and completion milestones for both a three and five-year project to complete the parcel base map. Information Services Department is working closely with the Board of Supervisors, County Administrative Office, and other local government and civic leaders to identify sources of funding.

RECOMMENDATION

- 01-56. Place the Geographic Information Management System under the Information Services Department's control to centralize and store all county geographical information with full support for staff, hardware, software, and training in one place.

RESPONSE

The Board of Supervisors approved the recommendation to transfer the Geographic Information Management Systems Division to the Information Services Department as part of the GIS Strategic Plan Workshop conducted in March 2001. The transfer was completed on July 1, 2001.

HEALTH AND HUMAN SERVICES

Department of Aging and Adult Services

Findings – Agree/Disagree

Agree with findings regarding development and purpose of Aging and Adult Network with the exception of the phrase "and set priorities for DAAS" in the third bullet. The Network would recommend priorities for DAAS.

DAAS is responsible for meeting state and federal program mandates and, on occasion, these mandates, or available funding, may not agree with the priorities recommended by the Network. The Network can set priorities for itself but not for county departments or the Board of Supervisors.

RECOMMENDATION

- 01-57. The Board of Supervisors adopt the proposal to develop an "Aging and Adult Network", patterned after the Children's Network, as a means to reach out to senior citizens and dependent adults in our community.

RESPONSE

The county agrees with the concept of an “Aging and Adult Network”. The Network Officer is working on an updated countywide needs assessment of the senior and disabled population by region to determine gaps and duplication of services. The Aging and Adult Network proposal will be revised with the updated information. The proposal will be presented to the Board in the next 90 to 120 days.

RECOMMENDATION

- 01-58. The Department of Aging and Adult Services work with a grant writer to research all available funds to support the needs of the “Network”.

RESPONSE

The county agrees that there is a need for a grant writer to research all available funds. A grant writer position will be requested in the mid-year budget. This will enable DAAS to take advantage of the many grant opportunities available to the Network and the department in general. Until a grant writer is on staff, the Network Officer will be working on grant opportunities with other county departments who are also interested in obtaining additional funds for seniors and the disabled.

RECOMMENDATION

- 01-59. The Department of Aging and Adult Services develop an interagency protocol and consent form for senior citizens and dependent adults to exchange confidential information.

RESPONSE

DAAS will use the Children’s Network interagency protocols and the Barstow Integration Project’s confidentiality consent forms as models for use by the Aging and Adult Network. This will be the first assignment of the Policy Council.

Department of Behavioral Health

Findings – Agree/Disagree

Agree except as noted below:

The Department of Behavioral Health (DBH) agrees that lack of childcare is a barrier to receiving services. However, funding restrictions and lack of adequate space would prohibit implementation at this time.

It should be noted that Transitional Assistance Department childcare funds are currently available for CalWORKS and former CalWORKS recipients, only up to two years after discontinuance. Use of these funds would require an eligibility determination process, as they are not available to the general population.

RECOMMENDATION

01-60. Provide a true case management system in Behavioral Health as part of the discharge planning, with linkage to the hospital and ongoing outpatient treatment.

RESPONSE

DBH is working in conjunction with Arrowhead Regional Medical Center to develop a plan that will coordinate transition from inpatient to outpatient clinics and link discharged patients to appropriate community resources. DBH has submitted a preliminary plan to the Medical Center and discussions continue.

RECOMMENDATION

01-61. Increase the availability of transportation to Behavioral Health outpatient clinics.

RESPONSE

We have implemented the recommendation. DBH has purchased four additional vehicles and hired 15 additional General Service Worker II's to improve transportation services. In addition, DBH staff works with consumers to increase self-reliance and self-sufficiency by assisting them in identifying their transportation options. Case managers help consumers find the best means of transportation and provide explanations or demonstrations of their use.

RECOMMENDATION

01-62. Provide licensed child care facilities at all Behavioral Health outpatient clinics.

RESPONSE

The Department of Behavioral Health (DBH) is proceeding with research into space needs, licensing requirements, and estimations of the cost of operations for child care. Currently, DBH's mental health program does not have appropriate budgeted classifications nor space to provide licensed child care facilities at DBH clinics. However, DBH continues to seek funding sources for these services. In addition, DBH will seek creative solutions to the staffing issues and space problems by establishing co-ops with other county agencies and/or departments and considering child care needs when preparing future grant applications.

RECOMMENDATION

- 01-63. Work with the Transitional Assistance Department in funding childcare services for Behavioral Health outpatient clinics.

RESPONSE

DBH will consult with the Transitional Assistance Department regarding potential funding available for child care services at clinics.

**Department of Children's Services
Juvenile Dependency Court Facilities**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-64. Expedite the construction of a permanent facility for the Juvenile Dependency Court and its support services to include a multi-level parking facility to meet the needs of staff and public.

RESPONSE

The Board of Supervisors awarded a contract to HMC Architects of Ontario for the design of the Juvenile Dependency Court on June 5, 2001. The design of the permanent facility is currently in the programming phase. Construction is scheduled to be completed June 2003. Adequate parking will be provided without the need to build a multi-level parking structure.

RECOMMENDATION

- 01-65. Provide a large comfortable waiting room to accommodate the ever increasing numbers of families assigned to the Juvenile Dependency Court.

RESPONSE

The design of the Juvenile Dependency Court will provide a 2,300 square feet waiting room that includes seating for 200 people.

RECOMMENDATION

- 01-66. Provide a well-designed child-friendly playroom for the children waiting for the court hearings.

RESPONSE

The design of the Juvenile Dependency Court will provide a children’s playroom that includes a game area and reading area. This area will accommodate 30 children and three staff members.

RECOMMENDATION

01-67. Build a Juvenile Dependency Court in the high desert region of the county.

RESPONSE

In addition to the logistical inefficiencies associated with hearing desert-region Juvenile Dependency cases in San Bernardino, lengthy transportation requirements make this process even more stressful on children who are already under extreme emotional pressure. While the Board concurs with the concept of expanding service to residents of outlying areas, the intricacies of Trial Court Funding limit the Board’s ability to act at this time.

Owing to the status of statewide trial court reform, it is difficult for counties to embark on new court facilities pending resolution of future responsibility for such buildings. The expected release of the Statewide Task Force report this fall, and its subsequent consideration by the legislature, are expected to add further clarity to this complex issue.

The new Juvenile Dependency Court in San Bernardino has been undertaken (despite the issue raised above) because the Board has decided that the facility must be upgraded immediately to adequately serve all county residents. While this will not address the transportation burdens cited by the Grand Jury, the project will provide a functional, comfortable and appropriate setting for resolving Juvenile Dependency matters. Desert-area residents will benefit greatly from this initiative.

Should the state ultimately assume responsibility for court facilities, the Board will urge construction of an additional Juvenile Dependency Court outside the City of San Bernardino.

INTERNAL SERVICES

Architecture and Engineering Department

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-68. Provide the Architecture and Engineering Department with computer-generated products that will allow in-house estimating quickly and more efficiently, with minimal up-front funding.

RESPONSE

A&E currently utilizes computer-generated cost estimates from R. S. Means (the leading industry provider of construction information), a database of recently bid A&E construction projects, and information from local/regional contractors. The cost data from R. S. Means is updated on an annual basis and are included within the department's budget. The department will continue to explore other opportunities to use computer-generated products to estimate projects.

RECOMMENDATION

- 01-69. Coordinate the downtown San Bernardino space study with San Bernardino City officials and City of San Bernardino Redevelopment staff.

RESPONSE

During the development of the Downtown Space Study, A&E worked with the City's Economic Development Agency to obtain information regarding available property within the downtown area. The county will continue to work with the city on space issues concerning the downtown area.

RECOMMENDATION

- 01-70. Place contents of existing paper bound monthly Capital Improvement Program reports on computer disks.

RESPONSE

The Capital Improvement Program Report is available on the A&E intranet web site. The report is accessible to the Board of Supervisors and all county departments. The report provides on-going project status and information on capital improvement projects (currently 88 projects are listed in this report). Each project is listed by name of project and contains the following information:

- Project Number
- Supervisorial District
- City/Location
- Project Description
- Project Manager's Name
- Client Department
- Budget

- Funding Source
- Consultant's Name
- Contractor's Name
- Projects Status/Issues

RECOMMENDATION

- 01-71. Provide the Architecture and Engineering Department with the funding to allow maps, drawings, and building plans, etc., of public facilities to be digitized and placed on computer disks. Store the paper material at a secure off-site location.

RESPONSE

A&E will be working with the County Administrative Office to identify possible funding for this effort.

Super Block Master Space Plan

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-72. Direct the Architecture and Engineering Department to analyze the various options set forth in the Super Block Master Space Plan, and report back to the Board of Supervisors with a specific recommendation.

RESPONSE

The various options set forth in the Super Block Master Space Plan will be analyzed and staff's recommendations will be presented to the Board of Supervisors. However, the County Administrative Office (CAO), not Architecture & Engineering, has primary responsibility for county space planning and this project.

The CAO is in the process of evaluating the options. At the Board meeting on February 27, 2001, Board members indicated that the study for the Super Block Master Space Plan should be expanded to include all of San Bernardino, not just departments located in the Super Block or the Extended Super Block, and that much of the data used for analysis requires updating. Therefore, the CAO plans to expand the study during Fiscal Year 2001-02, after data is updated through a new computerized program (see response to Recommendation No. 01-75).

RECOMMENDATION

- 01-73. Direct the Architecture and Engineering Department to prepare a short and long-range development plan to accommodate projected space and parking needs. Establish a timetable for the completion of the short-range plan to avoid the possibility that available office space in the downtown San Bernardino area ceases to exist.

RESPONSE

Although the primary responsibility for space planning is with the County Administrative Office (CAO) rather than Architecture & Engineering (A&E), it should be noted that A&E, Real Estate Services, and Facilities Management will provide substantial input into this planning process.

The County Administrative Office is in the process of preparing short and long-range development plans. Much of the short-range plans have been addressed or set in motion through a combination of leasing space, space planning, and approval of remodel projects to better utilize existing space. Departments will be requested in the Fall of 2001 to provide five-year plans for long-term planning countywide. These plans will be updated annually during preparation of the Capital Improvement Project (CIP) budget. These plans will be the basis for long-term planning for space and parking needs. The services of a consultant may be enlisted to evaluate and make recommendations for long-term planning.

RECOMMENDATION

- 01-74. Include the needs of the Central Courthouse facility in the plan.

RESPONSE

The County Administrative Office is closely monitoring the State of California's Task Force on Court Facilities, which recommends that the state assume responsibility for court facilities. This process will take up to three years after legislation implementing the task force's recommendations becomes effective. Since courts are such an integral element of law and justice activities within the county, the Board recognizes the importance of coordinating those activities with other short and long-term space plans.

RECOMMENDATION

- 01-75. Update and refine the County Building Inventory Data System (BIDS).

RESPONSE

The County Administrative Office recognized in early 2000 that the County Building Inventory Data System (BIDS) needed to be updated and refined. A Request for Proposals was prepared for a Computer Aided Facilities Management (CAFM) software program that, in addition to updating the existing building database, will also serve as a tool for space planning and facility management and maintenance. Two proposals were received and evaluated. A vendor was chosen by the selection committee comprised of departments who will use, or are necessary to provide input to the database. The vendor is currently in the process of assessing the county's needs and will be making recommendations regarding implementation of a new system in Fiscal Year 2001-02.

RECOMMENDATION

- 01-76. The Grand Jury recommends that Option 3 should be considered due to the negligible difference between leasing and building new.

RESPONSE

While the Board of Supervisors appreciates the Grand Jury identifying the implementation option that it prefers, it is premature to make any implementation decision without the benefit of the additional information and analysis discussed in Item 01-72.

**Interim Report on the
Architecture and Engineering Department
(Issued February 2, 2001)**

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-77. The Board of Supervisors adopt, as soon as possible, a resolution supporting the design-build concept as a viable option.

RESPONSE

On March 27, 2001, the Board of Supervisors approved an agenda item that directed staff to pursue new legislation or amend Assembly Bill 2296 in order to allow San Bernardino County to use the design-build method as a contracting method.

RECOMMENDATION

- 01-78. The Board of Supervisors request one or more of the county's elected state legislators to sponsor new legislation, or amend Assembly Bill 2296 in order to allow San Bernardino County to use the design-build method as an option for proposed construction projects.

RESPONSE

As stated in the response to Recommendation 01-77, an item was taken to the Board of Supervisors on March 27, 2001. However, the county was unable to pursue new legislation since the last day to introduce bills was February 23, 2001. There was also no existing bill to which this request could be amended. This request will be included in the county's legislative platform for 2002.

Facilities Management

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-79. Develop to completion, the proposed Computer Aided Facilities Management (CAFM) System in the Information Services Department that will track the total preventive maintenance function and identify resource restraints, maintain a historical database, and interface electronically with other county automated systems that will reduce work interruption and save money.

RESPONSE

Two primary concentrations of effort were identified for the new Computer Aided Facilities Management (CAFM) software: Space Planning and Building Operations Management. The system, when implemented, will provide Facilities Management with computerized work orders to report, track and analyze problems, automatically schedule preventative maintenance, manage equipment and resources, analyze work history and costs, and maintain data to comply with regulations.

Courthouse Safety/Maintenance

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-80. Work with the Information Services Department to implement a computer program for the housekeeping and maintenance of the Central Courthouse. This program should include problems reported by date, work orders issued, and work completed.

RESPONSE

As detailed in the response to recommendation 01-79, the County Administrative Office is coordinating the implementation of Computer Aided Facilities Management Software (CAFM). Once implemented the Central Courthouse will be part of the system.

RECOMMENDATION

- 01-81. As an interim solution until the computer program is in place, designate an employee to have a walk-through each shift to check for problems involving housekeeping and maintenance. This employee should answer to and be responsible for informing the department head of problems.

RESPONSE

The department has filled the vacant positions in Maintenance and Custodial Divisions, respectively, that oversee the Central Courthouse. Staff at the supervisory level does walk-through the facility on a daily basis and informs departmental administration of problems that need attention.

RECOMMENDATION

- 01-82. Develop a work standard, a policy manual and a mission statement for this department. All these documents should be accessible for this department.

RESPONSE

A work standard, policy manual and mission statement will be developed for the department.

Custodial/Grounds Division

Findings – Agree/Disagree

Agree.

RECOMMENDATION

01-83. Provide sufficient additional funding to the Facilities Management Department budget to allow the construction of a new commercial trash enclosure with metal doors that allow trash bins to sit side by side for ease of filling and dumping. The new trash enclosure at the present location in County Parking Lot Number 7 will provide employee safety from trash hazards and keep the immediate environment clean while screening the area from public view.

RESPONSE

The county agrees with the recommendation and has completed an estimate of the recommended work and the total cost of the project is estimated to be \$5,000. Facilities Management will complete the project in FY 2001-02. There is funding available in the annual recurring minor project portion of the FY 2001-02 Capital Improvement Program budget.

**Fleet Management Department
(Formerly Vehicle Services Department)**

County Garage

Findings – Agree/Disagree

The county agrees with the findings, however, reducing our Motor Pool fleet by 10 vehicles would not save the county \$200,000.00 (if based on an average cost of \$20,000 per vehicle). Most vehicles in the Motor Pool fleet are turn-ins or vehicles replaced during the normal cycle. The only cost incurred is the operational cost, such as fuel, maintenance and oil.

Also, there are only 31 mechanics assigned to the Auto and Heavy Equipment Shops (there are currently 10 with ASE certification; there were 8 at the time of the department's briefing to the Grand Jury).

The department will work with Human Resources on identifying ASE certification as a desirable credential to have for future applicants.

RECOMMENDATION

- 01-84. Provide a quick lube function at the Fleet Management Department in San Bernardino that would provide a set number of services, including washing and refueling the vehicle, for a set price.

RESPONSE

The county's Fleet Management Department is responsible for all safety and mechanical aspects of the county's vehicle fleet and as such performs a more extensive inspection on vehicles than is provided by a "quick lube" type of service. Fleet Management's more extensive inspection covers the following:

- Horn, lights, tires, wipers and washers.
- Transmission, transmission neutral switch, exhaust system.
- Belts, cooling system, hoses, battery and cables.
- All glass and mirrors.
- Brakes (front, rear and parking).
- Road test (steering, tire balance, engine performance and loose body parts).

Service or safety problems identified by a "quick lube" service are repaired at the option of the customer. If the customer decides to have the problem fixed, it will require, depending on the nature of the problem, additional time and cost at the quick lube or taking the vehicle to a different service location that is better equipped to handle the particular mechanical or safety problem identified.

Service or safety problems identified by the county's Fleet Management Department are repaired immediately to ensure the safety of county employees. Vehicles serviced by Fleet Management are not released back into service unless they are fully operational and safe. Performing these repairs all at once at the time the vehicle is "up on the rack" is the most cost effective and efficient means of performing needed repairs. Fleet Management's system allows operators to leave their vehicles, obtain a loaner vehicle, and continue with their duties.

Given the county's responsibility to ensure the safety of county employees using the county's vehicle fleet, the county will continue to perform more extensive mechanical and safety inspections on county vehicles, and perform all needed repairs in the most efficient and cost effective manner possible.

In respect to washing and refueling the vehicle, the county wants mechanics to instead focus on the safety of the vehicle.

RECOMMENDATION

- 01-85. Eliminate the road test. The vehicle inspection report contains sufficient information on the reliability of the vehicle, thus reducing the service cost to \$25.00 for a quick lube operation that would still perform the same services now provided by the main yard. The increased efficiency and more services would still allow for a fair profit for Fleet Management, and increase the number of serviced vehicles per day at the main yard to 20.

RESPONSE

Upon completion of servicing, Auto Shop supervisors test drive vehicles to ensure all systems are safe and operational. Observation and testing of brakes, gauges, steering, alignment, climate controls, transmission operation, loose body parts, and basically anything to do with the vehicle in motion are part of the test drive. Also included in quality control is ensuring all write-ups have been cleared and correctly repaired. Discrepancies found during test drives also ensure a solid preventative maintenance program, which is key to keeping vehicles safe and operational.

RECOMMENDATION

- 01-86. Set up an optional Certification Program to Automotive Services Excellence (ASE) Standards that would certify all Fleet Management mechanics. This would be accomplished during their off-duty time and the county would no longer be required to pay for certification and testing. County classified mechanics would pay for their testing and certification.

RESPONSE

Automotive Service Excellence (ASE) standards were established in 1972 to identify mechanics with demonstrated competencies. Fleet Management Department's current staff of mechanics, ranging from Equipment Services Specialist to Motor Fleet Shop Supervisor, meet the same requirements for employment with the county as is required for ASE certification: two years experience and passing a written exam. The department feels strongly that, based on those standards, our mechanics are competent. The department encourages any training/education related to automotive services. The department sends mechanics to outside training when it's made available, purchases training materials, and provides in-house, on-the-job training. The department provides funding for ASE certification if the employee receives a passing grade to encourage employees to build on their technical skills.

RECOMMENDATION

- 01-87. Revise the Fleet Management Department work order system to charge customers for work performed on vehicles in tenths of an hour.

RESPONSE

The RFP evaluation process is currently underway to select a new Fleet Management Information System (FMIS). Target date for installation and rollout is November-December 2001. The new FMIS will have the capability to measure mechanic's productivity in tenths of an hour.

Purchasing

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-88. Authorize the Purchasing Department to have approval authority up to \$100,000 on commodities; up to \$100,000 on services; \$100,000 for consultants; \$50,000 for fixed assets and \$50,000 for fixed assets not budgeted; public works, \$75,000; and sole source contracts, \$50,000.

RESPONSE

On June 4, 2001, the County Procurement Committee (representatives appointed by the County Administrative Office from the Auditor/Controller-Recorder, County Administrative Office, Purchasing, Sheriff, Human Resources, Behavioral Health, and County Counsel) met with department heads or their designees to present and conduct a survey on approval limits set by the Board of Supervisors. The surveys were received in June and are currently being analyzed for presentation to the Board for consideration. Recommendations will be based on the consensus of the departments.

RECOMMENDATION

- 01-89. Place the contracting section under the Purchasing Department, which is currently handling all contracts and has the experience to operate this section efficiently.

RESPONSE

Based on a survey conducted by the County Procurement Committee, a smaller contracting section composed of four staff members will be recommended to the Board of Supervisors to function as a resource to departments requesting Request for Proposal and contracting support. The committee and County Administrative Office will recommend placing the unit in Purchasing.

Real Estate Services Division

Findings – Agree/Disagree

Agree.

RECOMMENDATION

- 01-90. Involve the Real Estate Services Division in planning meetings of the County Administrative Office and various departments when space needs and available building facilities are being considered.

RESPONSE

Real Estate Services Division is currently involved in monthly meetings with the Space Planning Committee coordinated by the County Administrative Office and the Computer Aided Facilities Management Committee with the purpose of obtaining software conducive to the county's space planning needs. Issues regarding county-owned facilities are also communicated to this division for its information and input.

RECOMMENDATION

- 01-91. Give more flexibility to the Real Estate Services Division that would enable it to react expediently to favorable real estate transactions available in the market place.

RESPONSE

Flexibility to expedite transactions is provided in County Policy 08-02 in the "Exception to Policy" provision that allows departments to utilize an alternative procedure. This alternative procedure provides use of a Solicitation of Proposals (SOP) or other procedures that would serve in the best interest of the county or Special Districts. All departments are encouraged to use this procedure as deemed necessary.

RECOMMENDATION

- 01-92. Review the new policy adopted by the Board of Supervisors in one year to determine if it has proven to be more efficient and cost effective.

RESPONSE

The county concurs with the review timeline of one year and evaluation of the policy's effectiveness.

RECOMMENDATION

- 01-93. The Real Estate Working Group should place both the Building Inventory Data System (BIDS) and Land Inventory Data System (LIDS) under the Real Estate Services Division.

RESPONSE

The County Administrative Office (CAO) is responsible to the Board of Supervisors for the general administration of all county operations and programs, together with the preparation and administration of the county budget. This responsibility includes space planning, strategic asset management, and the Capital Improvement Program (CIP).

The CIP process includes review and approval of all requests for office space, whether in county-owned or in leased buildings. Any changes as a result of these approvals are documented in the county's Building Inventory Data System (BIDS). The Real Estate Services Division (RESA) is responsible for negotiating and administering leased property, not for capital improvement of county-owned property. County-owned property represents 7.8 million square feet of space. Leased property consists of 3 million square feet of space. The CAO and RESA both input data directly into BIDS and both can access data for all county-owned or leased buildings. In order for RESA to be responsible entirely for BIDS, whether county-owned or leased space, the CAO would have to transmit information to RESA regarding changes in occupancy or improvements in county-owned buildings. This would be a duplication of work effort.

RECOMMENDATION

- 01-94. The Real Estate Services Division, using the BIDS Program, provide both leased and county-owned facilities under one report which includes the following: age of building, operating cost per square foot, size, number of occupants, and if the building is in use or vacant.

RESPONSE

The county is currently in the process of obtaining a Computer Aided Facilities Management (CAFM) software system that will replace the BIDS program and provide the pertinent information as identified in this recommendation.

LAW AND JUSTICE

**Probation Department
Juvenile Hall**

Findings – Agree/Disagree

Concur. Timeline for infrastructure improvements may not be realizable.

RECOMMENDATION

01-95. Develop a master plan for all juvenile facilities.

RESPONSE

This recommendation has been carried out. Since 1990 there have been three separate consultant studies (Rosser Fabrap International in 1990, Hellmuth, Obata and Kassabaum in 1997, and Rosser International in 1999) projecting future juvenile justice needs. Two of these studies were commissioned by the Board of Supervisors as assessments and master plans for the entire justice system. All of these studies were presented to the Board of Supervisors for consideration.

A facilities development master plan was submitted as part of the county's Suitability Response Plan required by the Board of Corrections to mitigate crowded conditions in the county's juvenile hall. This plan included:

- a plan to increase staffing
- housing alternatives on-site at Central Juvenile Hall
- housing alternatives and alternative detention strategies
- remodeling and new construction

Funding was approved for all of the above activities and the Board of Corrections accepted the county's Suitability Plan.

RECOMMENDATION

01-96. Establish a sunset date for the removal of the temporary tent housing, and complete the Central Juvenile facility by the year 2003.

RESPONSE

The Tent Annex Housing, as approved by the Board of Corrections (BOC) in the county's Suitability Response Plan, is subject to BOC directive that the Annex will be removed upon the opening of West Valley Juvenile Hall. The projected opening of West Valley Juvenile Hall (and sunset for tent housing) is the first quarter of 2003.

Completion of the infrastructure and plumbing remodel of Central Juvenile Hall is dependent on completion of the consultant's drawings, award of construction contract(s) and construction scheduling. If the facility population remains at or above capacity relocating minors from construction areas to acceptable living conditions will be difficult. This will slow the construction schedule. The Department of Architecture and Engineering is projecting, based on a full facility, completion of January 2004.

RECOMMENDATION

- 01-97. Use the West Valley Juvenile Housing facility building plans, which the county and the Board of corrections have approved, to expedite construction of the High Desert Juvenile facility. The plans allow for the modification from 85 square feet to the 100 square feet per unit.

RESPONSE

The Board of Corrections (BOC), on May 17, 2001, awarded the county a \$19,329,640 construction grant for the High Desert Juvenile Hall. Among the factors considered in the award were the county's need, per bed construction cost and an expedited construction schedule based on the siting of the existing West Valley Juvenile Hall model at the High Desert site.

The construction schedule, as approved by BOC, requires completion of the facility by June 2004.

RECOMMENDATION

- 01-98. Establish a juvenile court facility within the proposed High Desert Juvenile Detention complex, which will significantly reduce costs associated with transporting juveniles to and from assigned courts.

RESPONSE

Concur in concept. Owing to the status of statewide Trial Court reform, it is difficult for counties to embark on new court facilities pending resolution of future responsibility for such buildings. The expected release of the Statewide Task

Force report this fall, and its subsequent consideration by the legislature are expected to add further clarity to this complex issue.

In the meantime, county staff and the court are exploring the potential to construct the High Desert Detention Center so that courtrooms may be added economically at a later date.

Should the state assume responsibility for court facilities, the Board will urge construction of juvenile courtrooms at the High Desert Detention Center.

Camp Heart Bar

Findings – Agree/Disagree

Concur in concept.

RECOMMENDATION

01-99. The county continue and expand the Camp Heart Bar Program.

RESPONSE

Before any expansion of the Camp Heart Bar (CHB) program can be realized, the county must first obtain the approval of the United States Department of Forestry (USDF) for the continued use of the site and buildings. USDF would also have final decision on the nature of any program expansion, including improvements to the site or increase in the population.

The Probation Department is preparing a long-range plan for the CHB program as a part of the USDF requirement for renewing the county's "conditional use permit" for the site. The present use permit expires in March 2002. The long-range plan will propose a 20-year use permit and include the department's request to add the necessary housing, a dining room and kitchen sufficient to expand the program from 20 to 40 minors. If the use permit is approved, the department can move forward with the Board of Supervisors on a funding plan for staffing and the housing expansion.

COURTHOUSE RESTORATION

Findings – Agree/Disagree

The county agrees with the findings presented by the AdHoc Committee on Courthouse Restoration, which provide background information regarding past seismic evaluations and the progress of current restoration efforts.

RECOMMENDATION

- 01-114. A structural retrofit of the Central Courthouse should begin now to preserve life and avoid bodily injury.

RESPONSE

The County Administrative Office, in conjunction with the court, is actively pursuing implementation and completion of the seismic retrofit of the Central Courthouse. An updated seismic retrofit feasibility study was recently completed. The consultant is in the process of providing a phasing schedule and a more-extensive Americans with Disabilities Act evaluation of the building for the various construction methodologies. Upon receipt of the consultant's report, the county's Architecture & Engineering Department will prepare a Request for Proposal for construction drawings. Plans are being developed simultaneously for relocation of court functions while construction is underway. Construction will span 18 months to two years. The estimated completion date is Mid-2004.

RECOMMENDATION

- 01-115. Utilize the \$5 million in federal funds that have been designated for retrofitting the structural system in the courthouse before the grant expires.

RESPONSE

The County of San Bernardino received a \$5 million federal grant from the Office of Emergency Services (OES) for the seismic retrofit of the Central Courthouse in San Bernardino. A quarterly report has been prepared for OES providing an update on the completion of the seismic retrofit feasibility study, efforts to identify funding sources, and project phasing and cash flow analysis currently in process by the county's architectural consultants. The consultant reports were expected in August 2001. The county intends to request an extension of the grant deadline from October 2002 to a date to coincide with the phasing schedule.

RECOMMENDATION

- 01-116. Designate a portion of the funds in the Justice Facility Reserve to assist in the Central Courthouse Retrofit Project.

RESPONSE

The Justice Facilities Reserve (JFR) fund was initially set up to fund county detention facilities. Funds have now been allocated from the JFR for the construction of the High Desert Detention Center and other law and justice

facility projects at Central Juvenile Hall in San Bernardino. It may be more appropriate to borrow funds from the JFR to assist in the courthouse seismic retrofit project rather than make an outright allocation; thereby keeping use of the JFR true to its original established purpose, and allowing the county to make appropriate use of civil filing fee surcharges levied specifically for this project. As more accurate costs are developed, a specific financing plan will be presented to the Board.

RECOMMENDATION

01-117. Petition the state to raise the Courthouse Construction Assessment Fee from \$35 to \$50. Commit a major portion of the total fees collected to Central Courthouse Renovation.

RESPONSE

The County Administrative Office is developing cost estimates and a financial plan to support the seismic stabilization of the Central Courthouse. The Board will be in a more informed position to consider the Grand Jury's recommendation as more information is available regarding this important project.

RECOMMENDATION

01-118. Consider issuance of bonds based on the revenue stream obtained from increased surcharge fees for the purpose of upgrading the Central Courthouse facility.

RESPONSE

The Debt Advisory Committee (DAC) considered the issuance of bonds, using the current \$35 civil filing fee surcharge as the revenue to cover debt service payments, but advised against the issuance of long-term debt. The DAC cited the Board's desire to reduce the county's indebtedness and recommended that staff evaluate other approaches to funding this project.

RECOMMENDATION

01-119. Apply for state and federal grants for historic preservation projects.

RESPONSE

The County Administrative Office is in the process of identifying state and federal historic preservation grants for which this project would be eligible. Funding that may be identified through this process would have specific identified uses, however such funding may augment and supplement construction costs relative to the seismic retrofit to maintaining the court facility in its original condition.

RECOMMENDATION

01-120. Utilize court financial incentive programs that may be adopted by the state legislature as court facility legislation.

RESPONSE

The county is eagerly awaiting the final report of the Statewide Task Force regarding trial court facilities and its subsequent consideration by the Legislature. Any financial incentive programs that benefit the county's efforts to complete the seismic retrofit of the Central Courthouse will be fully utilized.

RECOMMENDATION

01-121. Enlist the support of our elected officials in Sacramento and Washington, D.C. in obtaining funds for the restoration of the Central Courthouse.

RESPONSE

The county's state and federal legislators have been supportive of efforts to restore the Central Courthouse; the Board will continue to seek opportunities to partner with our delegation to identify potential funding sources.

RECOMMENDATION

01-122. Confer with City of San Bernardino officials regarding their financial assistance in the renovation of this historic structure.

RESPONSE

Members of the Board of Supervisors and the County Administrative Office have met with City of San Bernardino officials regarding the Central Courthouse. It is the County Administrative Officer's intention to continue to pursue proposals regarding the city's financial assistance in the Courthouse renovation. Areas identified in which the city may assist include:

- Securing alternative land for modulars and or parking during renovation.
- Security and assisting in identifying relocation office space during construction.
- Waiver of building code upgrades to existing buildings to expedite and improve economics for short-term lease of alternative space.

RECOMMENDATION

01-123. Publicize the fact that the courthouse is listed on the National Register of Historic Places, and the rare honor that accompanies such a listing.

RESPONSE

The county will pursue avenues to publicize the fact that the Courthouse is listed on the National Register of Historic Places.